

**SPECIAL SUPPLEMENTAL NUTRITION PROGRAM
FOR**

WOMEN, INFANTS AND CHILDREN (WIC)

FFY **DRAFT 2016**

STATE STRATEGIC PLAN

DUNS #806418075

NEW JERSEY DEPARTMENT OF HEALTH

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1.0 EXECUTIVE SUMMARY

1.1 Federal Overview

The Special Supplemental Nutrition Program for Women, Infants and Children (WIC) was established in 1972 as a pilot project following a national survey that found anemia and inadequate growth to be common among American children in low-income families. In 1974, WIC was established as a discretionary program, available throughout the United States. WIC is a preventive public health nutrition program that provides nutrition and breastfeeding education, nutritious foods, and improved access to regular health care and social services to low and moderate-income pregnant, postpartum and breastfeeding women and young children with, or at risk of developing nutrition related health problems. To address the identified and implement the mandates of the legislation, WIC:

- Provides a WIC food package that is in line with the 2010 Dietary Guidelines for Americans age two years and over, and current infant feeding practice guidelines of the American Academy of Pediatrics to better promote and support the establishment of successful long-term breastfeeding; provide WIC participants with a wider variety of food; provide WIC State agencies with greater flexibility in prescribing food packages to accommodate participants with cultural food preferences; and, serve all participants with certain medical provisions under one food package to facilitate efficient management of participants with special dietary needs.
- Issues food vouchers containing supplemental foods with essential nutrients found to be deficient or lacking in their diets. The food vouchers are redeemable at approved retail stores in New Jersey.
- Provides health and nutrition screenings for early identification or treatment of existing risk factors that contribute to poor growth rates in infants and children, poor pregnancy outcomes and poor health and nutrition status.
- Conducts nutrition/health counseling designed to improve their dietary habits and eliminate or reduce risk factors. The counseling is provided in both individual and peer/group-sessions.
- Promotes adoption of healthy lifestyles for prevention of diseases, improved birth outcomes and pediatric growth through nutrition education.

- Refers program participants to needed health care, social and other community services for health protection.
- Promotes and supports exclusive breastfeeding.
- Through integration of programs (National Fruit and Vegetable Program, WIC Farmers' Market Nutrition Program and the NJ Community Health & Wellness Program), WIC reduces barriers and strengthens the abilities of program participants to adopt lifelong dietary practices for health promotion.
- Provides nutrition education tailored to participants' risk factors and interests.

Numerous research findings show that WIC contributes to improved health and nutritional status of pregnant women, postpartum and breastfeeding women in low socioeconomic status, infants and children. Also, studies conducted by United States Department of Agriculture (USDA) Food and Nutrition Services (FNS), other non-government entities (Mathematica) and Rutgers, The State University of New Jersey show that WIC is a cost-effective nutrition intervention program. The following summarizes some of the findings that support the effectiveness of WIC Services:

Improved Birth Outcomes and Savings in Health Care Costs

National and statewide studies that have evaluated the cost-benefit of WIC prenatal participation have consistently shown that dollars invested in WIC significantly contributed to savings in medical care costs for infants. Prenatal WIC participation also contributes to improved birth weight, improved gestational age, and decreased infant mortality. (ref. # 1 – 6)

Increased Consumption of Key Nutrients/Increased Nutrient Density of Diet

A healthy diet is associated with a positive health status and can reduce the risk for several chronic diseases, including obesity, heart disease, type 2 diabetes, and some cancers. Consuming a healthy diet during early childhood contributes to adequate growth and development. Studies have shown that WIC children have increased intakes of iron, potassium, and fiber. Also participation in WIC dramatically improves Healthy Eating Index scores for the household. (ref # 7 - 8)

WIC reduces obstacles that low-income population encounter in adopting healthy diets. Such obstacles include lack of knowledge and access to nutritious foods. Apart from the vouchers containing the supplemental foods, the WIC program implements the Farmers' Market Nutrition Program (FMNP) that increases access to locally grown fresh fruits and vegetables combined. The Farmers Market Nutrition Program also incorporates nutrition education that strengthens the abilities

of program participants to adopt lifelong dietary practices necessary to prevent the onset of chronic diseases. Through the New Jersey WIC FMNP, WIC educates the program participants about the relationship of nutrition to chronic disease prevention, promotes consumption of locally grown produce and contributes to increases in revenues for participating New Jersey farmers. In 2014, 230 New Jersey farmers served as vendors for the FMNP and redeemed vouchers worth over \$428,250.

Increased Breastfeeding Rates

WIC helps mothers to choose to breastfeed their infants and provides the support and information they need to continue breastfeeding. The WIC Participant and Program Characteristics reports show that among infants 6-13 months old at the time of the study, breastfeeding initiation rates increased every year from 55.5% in 2006 to 63.6% in 2012. (ref. #9).

CONCLUSION: WIC is a multi-component, comprehensive, effective and cost-saving public health nutrition program designed to address the specific health and nutrition needs of at risk pregnant, postpartum, and breastfeeding women, and infants and children of low socioeconomic status.

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1.2 State Overview

The New Jersey Department of Health (NJDOH) was one of the first ten State agencies in the nation to administer the WIC Program. The Department currently provides WIC services to the entire State of New Jersey through health service grants awarded to seventeen (17) local agencies. Nine (9) agencies are local/county health departments, two (2) are hospitals, one (1) is an educational institution, and five (5) agencies are private/nonprofit organizations. As the Department moves forward with initiatives for a healthier New Jersey, WIC Services will play a key role to assure better health and improved nutritional status of low-income women, infants and young children.

It is the goal of New Jersey WIC Services to utilize various strategies to reduce the risk of poor pregnancy outcomes, facilitate the improvement of nutritional status by identifying and providing services to prevent nutritional problems/challenges that impact on the nutritional and health status of low income pregnant, postpartum, breastfeeding women, infants and children participating in New Jersey WIC program. In 2014, New Jersey WIC Services through the local WIC agencies served 284,450 pregnant, postpartum, breastfeeding women, infants and children up to age five who have low incomes, medical and/or nutrition risk factors. The ethnic distribution of the WIC Program participants was 50.38% Hispanic/Latino and 46.88% Non-Hispanic/Latino. Race distribution of New Jersey WIC participants: 2.55% American Indians and Alaska Native; 3.22% Asian; 25.31% African American; 1.09% Native Hawaiians or Pacific Islander, 65.08% White; and 2.76% Other. According to data from the 2011 Electronic Birth Certificate, 24.4% of all New Jersey live births were by WIC mothers.

1.3 Local Agency Overview

Local WIC agencies in New Jersey serve as a gateway to primary preventive health care for many of the State's vulnerable pregnant, postpartum and breastfeeding women, infants and children. New Jersey WIC Services provides a unique opportunity through which program participants receive access to primary preventive health care and referrals to human services programs. The State and local WIC agencies continue to work collaboratively to ensure a participant focused delivery system through the promotion and expansion of one-stop service and integration of services at conveniently located facilities.

The local WIC agencies establish accessible WIC clinic site locations throughout their service area in collaboration with health related organizations, community and non-profit organizations, and county and local municipalities. The local agencies employ over 400 staff to certify the WIC participants using the WIC ACCESS computer system on state owned computers. WIC services must be provided by approved nutrition professionals and nurses and support staff. Local agencies provide extended hours for working participants.

One-sixth of the services offered to WIC participants must be in nutrition education. Local agency staff utilizes a variety of materials to encourage healthy eating habits.

1.4 New Jersey WIC Advisory Council Overview

The purpose of the WIC Advisory Council is to bring together representatives from statewide organizations and constituencies that have an interest in the nutritional status of mothers, infants, and children by performing the following functions:

- Contribute to the promotion of the New Jersey WIC Services;
- Provide support and make recommendations to New Jersey WIC Services for the operation of an effective program;
- Act as a clearinghouse for the exchange of ideas and information; and
- Provide an articulate voice for consumers in areas affecting WIC, nutrition and health.

The responsibility of the Council is to collaborate with and advise the New Jersey Department of Health through the Director of WIC Services in the delivery of quality services to WIC clients. The areas include: Targeting, Caseload Management, Outreach, Coordination of WIC with other community health services, Vendor Operations, Nutrition Policy, Program Planning, and Budgetary Management.

The New Jersey WIC Advisory Council is comprised of member representatives from numerous providers and advocacy areas, such as: Maternal Health, Pediatric Health, Nutrition, Vendors, Participant Representative (Urban), Participant Representative (Rural), the WIC Forum (President/Designee), a Local Agency Representative, a Health Officer, MCH Regional Consortia, WIC Advocates, New Jersey Hospital Alliance, Division of Medical Assistance and Health Services, Department of Human Services, New Jersey State Assembly, New Jersey State Senate, and Managed Care.

1.5 The Division of Family Health Services Mission Statement:

To improve the health, safety, and well-being of families and communities in New Jersey.

1.5.1 Organizational Structure

Organizational charts for WIC Services are contained in Appendix 7.1 and show the functional organization of each of the Service unit program areas. WIC Services is located within the Division of Family Health Services (FHS). Gloria Rodriguez, DSW is the Assistant Commissioner for the Division of Family Health Services.

1.6 New Jersey WIC Services Mission Statement:

To safeguard the health of low-income women, infants, and children up to age five (5) who are at nutritional risk by providing nutritious foods to supplement diet, information on healthy eating, breastfeeding promotion and support and referrals to health care agencies.

1.7 New Jersey WIC Services Goals

To enhance the quality of life for women, infants and children through a client centered service delivery system.

To improve the nutritional status of all low-income persons eligible to receive supplemental foods, nutrition education and accessibility to health care and other social services; and to ensure the integrity of program operations and maximize the use of funds appropriated by the United States Department of Agriculture (USDA).

The strategic priorities of New Jersey WIC Services are found under the section 6.0 Strategies. The strategies are:

- Improve Client Services through Technology and Collaboration of Services;
- Provide Value Enhanced Nutrition Assessment (VENA);
- Promote and Support Exclusive Breastfeeding;
- Promote and Support Physical Activity in Conjunction with Nutrition Education;
- Monitor and Assess Vendor Cost Containment; and
- Ensure Program Integrity.

1.8 New Jersey WIC Services 2016 Objectives

- To improve client services through technology and collaboration of services;
- To provide participant centered services through Value Enhanced Nutrition Assessment (VENA), improved process, content and staff skill, and the use of enhanced nutrition assessment tools;
- To promote, support and protect exclusive breastfeeding for the first six months of life and continued breastfeeding with the addition of appropriate complimentary foods for the rest of the first year and thereafter as long as mutually desired by mother and child;
- To issue food instruments that provide a variety of healthy foods including whole grains, fruits and vegetables, low fat milk or soy choices, as the standards in food packages IV-VII.
- To conduct the Loving Support[®] Through Peer Counseling Breastfeeding Program;
- To promote regular physical activity in conjunction with nutrition education to aid in the prevention of overweight and obesity in WIC participants and caregivers of WIC participants;
- To continue complying with the Vendor Cost Containment rule;
- To continue assessing program integrity through local agency program operation monitoring and evaluations, vendor monitoring and compliance buys, MIS ad hoc reporting, and program data analysis and evaluations; and
- To replace the existing electronic data processing system that employs a distributed model with a new consolidated web based system.
- To provide training and staff development to all state and local agency staff.

2.0 ORGANIZATIONAL STRUCTURE OF NEW JERSEY WIC SERVICES

2.1 State Operations

2.1.1 Office of the Director

2.1.1.1 Administrative Section

The Office of the Director administers and manages all operations, including the four (4) service delivery units and the 11 USDA functional areas, of New Jersey WIC Services. The four (4) service units are Health and Ancillary Services, Monitoring and Evaluation, Food Delivery and WIC Information Technology. The 11 functional areas identified by USDA and detailed in the WIC Federal Regulations at 7 CFR, Part 246 are Vendor Management, Nutrition Services, Information Systems, Organization and Management, Administrative Expenditures, Food Funds Management, Caseload Management, Certification, Eligibility and Coordination, Food Delivery/Food Instrument Accountability and Control, Monitoring and Audits and Civil Rights.

The Office of the Director is responsible for the State Plan, monitoring the budget, monitoring and reporting on annual Operational Adjustment and Infrastructure Funding, Civil Rights, USDA State Technical Assistance Reviews (STAR), fiscal reviews of grantees, all state and federal management evaluations and audits, internal controls, efficiency and effectiveness of program operations and responding to all inquiries, complaints or issues from participants, the public, legislators, interest groups, and state and federal agencies.

The administrative tasks include:

- 1) Performing payroll activities for 39 full-time employees in New Jersey WIC Services;
- 2) Completing and coordinating the preparation of all personnel actions for New Jersey WIC Services;
- 3) Providing administrative direction to program staff concerning interpretation of policies and procedures; and
- 4) Other administrative functions as deemed necessary to ensure the efficiency and effectiveness of program operations.

2.1.2 Health & Ancillary Services (H&AS) Unit

2.1.2.1 Health & Ancillary Services

State WIC nutrition and breastfeeding staff in the Health and Ancillary Services Unit develops policies and procedures and provides technical assistance in nine of the eleven functional areas of the WIC program. The Health and Ancillary Services staff are responsible for nutrition education, the cornerstone of the WIC program; the oversight of breastfeeding promotion and support services; immunization screening; monitoring of local agencies to ensure that they fully perform their WIC regulatory responsibilities; the certification process; food package tailoring; nutrition surveillance; and coordination of services with health and social service agencies.

Staff conducts trainings and provides support to local agencies on health and nutrition topics including: pediatric and prenatal nutrition advances, nutrition techniques, breastfeeding, customer service, income screening, blood work screening, anthropometrics (weighing and measuring) and program regulations. These trainings are eligible for continuing education credits from the American Academy of Nutrition and Dietetics and other relevant credentialing organizations. Staff reviews State and local agency program data and Nutrition Services reports to evaluate the characteristics of the certified population, e.g., level of education, nutritional risk factors, breastfeeding rates and formula usage.

2.1.2.2 Nutrition Education

Health and Ancillary Services assures through time studies that 1/6th of New Jersey's Nutrition Services Administrative funds are spent on Nutrition Education and that two nutrition education contacts per certification period are provided and documented for all WIC participants, including those at high risk.

In addition to the Nutrition Education Plan, Health and Ancillary Services reviews, purchases, creates and distributes nutrition education materials for local WIC agencies and translates materials into Spanish and other languages as needed. Nutrition education is provided to individuals and groups, and whenever possible, is based on the individual interests and health needs of the participant.

The three major goals of WIC nutrition education are to:

- Highlight the relationship between proper nutrition and good health with special emphasis on the nutritional needs of pregnant, postpartum, and breastfeeding women, infants, and children under five years of age;
- Assist the individual who is at nutritional risk to achieve a positive behavior change resulting in improved nutritional status and prevention of nutrition related problems through optimal use of the supplemental foods and other nutritious foods; and
- Provide nutrition education in the context of the ethnic, cultural, and geographic preferences of the participants and with consideration for educational and environmental limitations experienced by the participants.

The Health and Ancillary Services Unit, with local agency input, develops a Statewide Nutrition Education Plan that incorporates the goals of Value Enhanced Nutrition Assessment (VENA) by improving nutrition and health assessment for the purposes of directing client centered nutrition education and services.

Local agencies may adopt this plan, make modifications, or develop an individual plan based on an assessment of the nutritional problems of the participants in their service area subject to the review and approval of the State WIC Agency.

In November 2012, Altarum Institute provided a one day introduction to a WIC Services Toolkit. This toolkit is the result of the collaboration between Altarum Institute and the States of Delaware, Maryland, New Jersey, and West Virginia, with funding provided by the Mid-Atlantic Region of the USDA and Food and Nutrition Services. In January 2013, States received 17 WIC Services Toolkit DVDs for distribution to the local agencies. The Toolkit topic areas include: Communication Skills Part 1, Communication Skills Part 2, Strategies for Group Education, Facilities and Use of Space, Service Delivery, Understanding Your WIC Customers and Guide for WIC Mentors. The Toolkit allows local agencies the ability to provide interactive trainings at their location to meet the needs of their staff. WIC Agencies are required to provide customer service training annually using this Toolkit.

New Jersey WIC continues to add nutrition education modules to NJWIConline.org. WIC participants can select from eight modules and 32 activities for their secondary education contact.

2.1.2.3 Breastfeeding Promotion and Support

The State WIC office oversees all breastfeeding promotion and support services provided for WIC participants by monitoring, reviewing, and evaluating the services provided. The State is responsible for technical assistance and training; responding to requests for information from the public and organizations both within and outside of State government; developing policies and procedures based on Federal regulations and guidelines from the National WIC Association; coordinating with private and public health care systems and other organizations and programs to promote and support breastfeeding; contributing to the Nutrition Education Plan; tracking and compiling the breastfeeding rates and trends; and purchasing breast pumps.

2.1.2.4 WIC Food Packages

The Health and Ancillary Services Unit identifies and provides local agencies with a list of the foods that are acceptable for issuance to program participants; at least one item from each food group in the WIC food package prescription must be available. The unit monitors local agencies to assure that vouchers for supplemental foods are the correct quantity and contains the types of foods necessary to satisfy the individual nutritional needs and cultural preferences of each participant, taking into consideration the participant's age and dietary needs. The authorized WIC foods are limited to those that are allowed by Federal Regulations and which satisfies New Jersey's food selection criteria. New Jersey WIC Services considers availability, cost, packaging, labeling, nutrient content, sugar, sodium and iron content, adulteration, additives/substances, participant preferences, and variety of each food before including it on the WIC approved food list, and distribution to local WIC agencies.

2.1.2.5 Certification/Eligibility Determination

Participation in the WIC program is limited to pregnant, postpartum and breastfeeding women, infants, and children up to the age of five years from low-income families that are determined to be at nutritional risk by a competent professional authority (CPA). Low-income is determined at 185% of the federal poverty level. Health and Ancillary Services oversees the eligibility process (income screening, residency, identity, adjunctive eligibility, nutritional assessment, and risk determination).

2.1.2.6 Access to Health Care

The WIC Program serves as an adjunct to primary preventive health care during critical times of fetal development, and the growth and development of infants and children. This component of the WIC

Program functions to prevent the occurrence of health problems and to improve the health status of these vulnerable populations.

Local WIC agencies refer participants to healthcare and, as appropriate, to substance abuse counseling and ensure access at no cost or at a reduced cost. During certification, information is given to participants regarding the type of healthcare services available, where free immunizations can be obtained, how to obtain services, and why these services should be accessed. Standardized New Jersey WIC referral forms are used by all local agencies to collect screening and healthcare referral data. Federally Qualified Health Centers and prenatal health clinics use the WIC referral form to facilitate the enrollment of eligible pregnant women in each program and reduce the duplication of services. Pregnant women who are presumptively eligible for Medicaid are adjunctively eligible for WIC. The health and nutrition information provided by Federally Qualified Health Centers and prenatal clinic staff on the referral form facilitates the WIC certification process and this coordination will continue during FFY 2016.

The State and local agencies in New Jersey work in cooperation with healthcare and social service providers, Supplemental Nutrition Assistance Program (SNAP), Medicaid, New Jersey FamilyCare, federally funded community health centers, county welfare agencies, Head Start, HealthStart, child health conferences in local health departments, private physicians, and managed care providers. The co-location of WIC with other services increases the WIC eligible population's utilization of both services.

Health and Ancillary Services Unit staff works collaboratively with local agencies to ensure a participant-focused delivery system through the promotion and expansion of one-stop service and co-location of services at conveniently located facilities. New Jersey WIC Services has 102 clinic sites of which 33 are co-located with other health and/or human services programs. Health and Ancillary Services staff monitors and approves the opening and closing of WIC clinic sites. Innovative initiatives to improve access, provide services, and increase efficiency have been integrated to improve both the health and nutritional status of the "at risk" WIC population.

These initiatives include the following:

- Co-location with preventive and primary healthcare; (Newark WIC Program)

- Utilization of two mobile WIC clinics to provide increased access to services in underserved areas (Tri-County and North Hudson WIC Programs);
- Provision of immunization education and referral to children's medical homes or health departments;
- Provision of breastfeeding promotion and support services
- Coordination with the New Jersey Chapter of the American Academy of Pediatrics to increase immunization rates;
- Hematological testing of WIC participants without referral data from healthcare providers;
- Coordination with Health Maintenance Organizations;
- Co-location or referral linkages to Federally Qualified Health Centers;
- Initiatives to promote awareness of increased fruit and vegetable consumption; and
- Coordination with Medicaid to improve Early Periodic Screening Diagnosis Treatment rates.

2.1.2.7 Outreach and Coordination Network

New Jersey WIC Services and local WIC agencies annually publicize the availability of WIC Program benefits, including eligibility criteria and the location of local agencies operating the program, through offices and organizations that serve significant numbers of potentially WIC-eligible people. These health and social service organizations and offices are part of the WIC outreach coordination network. Health and Ancillary Services and local agencies work closely with these groups to assure their understanding of WIC and to promote referrals across programs. State and local WIC agencies develop an annual targeting plan to promote WIC awareness, enhance access to WIC services, ensure continuity of WIC services, and coordinate WIC operations with other services or programs that benefit WIC participants. In 2014, New Jersey WIC advertised at various bus and trains locations using posters, cards and banners. The advertisement was conducted in the interior of buses and trains, and on the platforms of train locations. Digital displays were also done in English and Spanish on yahoo.com, CNN.com, about.com, youtube.com, and patch.com; and advertising was featured on Pandora for the mobile campaign.

2.1.2.8 Voter Registration

New Jersey WIC Services provides voter registration services at all WIC clinic sites in compliance with the National Voter Registration Act of 1993. WIC applicants and participants are asked via a voter registration opportunity form that is available at all clinics if they are eligible to vote and if they would like to register to vote, assistance is available for completing these forms. New Jersey WIC

Services coordinates with the Department of Law and Public Safety, Division of Elections, in submitting the quarterly reports from all New Jersey WIC agencies obtaining voter registration forms and provides relevant information to local WIC agencies on voter registration. Voter registration coordinators at local agencies train local staff on voter registration procedures and State staff are available for technical assistance.

2.1.2.9 MARWIC TIMES Newsletter

Since 1995, New Jersey WIC Services has produced the MARWIC Times newsletter for the United States Department of Agriculture (USDA) Mid-Atlantic Region. This quarterly newsletter captures regional USDA news and the news and activities of the nine WIC states in the Mid-Atlantic region: New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia, the District of Columbia, Puerto Rico and the Virgin Islands. The newsletter is sent to all the WIC directors, nutritionists and breastfeeding coordinators nationally, all the USDA regional offices, and USDA headquarters. The MARWIC Times is supported by an annual grant to New Jersey WIC from the USDA Mid-Atlantic Regional Office. Editions of the MARWIC TIMES are available on the WICWorks website, at http://www.nal.usda.gov/wicworks/Sharing_Center/gallery/staff.html

2.1.3 Monitoring and Evaluation Services

The Monitoring and Evaluation Services Unit (M&E) manages the WIC grant and monitors the expenditure of administrative and food funds by local grantees.

WIC Nutrition Services Administration (NSA) funds are stringently monitored before, during, and after grants are awarded and when funds are expended. The M&E Unit determines an initial NSA grant amount for grantees consistent with WIC Federal regulations for the distribution of funds through the fiscal budget process. The Department of Health Financial Services mandates and enforces State and Federal requirements for contracting with local grantees through the Notice of Grant Availability, Spending Plan and the Health Service Grant (HSG) processes. USDA dictates specific WIC provisions.

The M&E Unit incorporates all requirements into the annual grant application packet and will provide an information session to all interested applicants in May 2015. Staff reviews the grant applications for compliance with both program and fiscal requirements and prepares them for departmental review, approval and award. Staff monitors the grants through the expenditure process and sends a report of expenditures to the USDA monthly. If additional funds become available during the fiscal year, the M&E Unit determines the distribution of funds to local grantees and notifies the agencies to prepare a budget modification. Staff review and process grant modifications the same as initial grant applications. The M&E Unit determines the initial and reallocation of USDA funds for food costs to local grantees. Staff prepare, maintain, and monitor monthly State and local agency spreadsheets for projected and actual food dollar expenditures.

Another area of critical program monitoring is caseload management. Staff charts, updates monthly, and monitors program enrollment and participation data to ensure between 97 and 100 percent expenditure of funds without overspending the grant award. Staff distributes a packet of caseload management charts and policy directives to local agency coordinators monthly. Staff frequently discusses with local agency sponsors and coordinators the issues affecting caseload and food dollar expenditures and specific corrective actions needed. Caseload is an agenda topic for each of the bi-monthly administrative meeting with local agency coordinators. Staff also communicates with local grantees via conference calls and special meetings as needed.

The M&E Unit coordinates the Infant Formula Rebate contract and monthly billing to obtain rebate funds as part of the USDA Federal regulations requirement for infant formula rebate cost containment. Staff charts, monitors, and reports the infant formula rebate dollars to USDA monthly. The unit prepares an invoice and submits it to the infant formula contract vendor by the 15th of each month. The rebate dollars are deposited in the bank by the 15th business day of the month and are used to offset food expenditures. The unit is responsible for preparing the infant formula rebate Request for Proposal (RFP) in accordance with State purchasing requirements and USDA Federal regulations.

The M&E Unit prepares and issues the Affirmative Action Plan for NJ WIC Services. This plan analyzes health data for the New Jersey WIC eligible population by municipality and county. The unit utilizes the data to develop intervention strategies to improve services to the WIC eligible population.

Another function of the M&E Unit is the preparation of the USDA WIC State Plan Application. Unit staff collects and incorporates all the information relative to management and monitoring of NSA funds and food dollars into the application. In addition, data on the WIC eligible population is calculated to determine the areas of most need in the State. This information is critical for obtaining approval by USDA for the fiscal year grant award.

2.1.4 Food Delivery Services

The Food Delivery Services Unit (FD) has the primary responsibility to ensure the accountability, payment and reconciliation of 100 percent of all WIC checks distributed, printed, issued, voided, redeemed or rejected. The 17 local agencies have 33 administrative (permanent) service sites and 69 satellite clinics throughout the state that provide direct benefits to more than 284,000 women, infants, and children annually. Benefits are delivered through the issuance of checks for specific foods. Checks are cashed at vendors (retail grocery stores) under contract with WIC. WIC Services presently issues over 7,919,000 checks per year and these checks have a value of more than \$139 million per year. The FD Unit oversees the operations of all local WIC agencies and their service sites with particular emphasis on check reconciliation and payment. Food Delivery also monitors more than 910 contracted WIC authorized grocery stores (vendors) to ensure compliance with the Vendor Agreement and program integrity.

All new vendors participating in the program for six (6) months must submit their quarterly New Jersey Division of Taxation Sales and Use Tax forms (ST 50 forms or monthly UZ forms) to ensure that the vendors annual WIC food sales are not above-50-percent of their total annual food sales. Vendors that are above-50-percent shall be disqualified from the program.

Ensuring compliance is accomplished through a variety of activities including: review of local WIC agencies Program operations; comprehensive review of vendor operations; management and review of the banking contract and procedures for processing checks; and analysis of computer reports from WIC's Automated Client Centered Electronic Services System (ACCESS) and Solutran, our banking contractor.

The local WIC agency review is a comprehensive assessment of the agency's total operations that focuses on compliance with regulations regarding the check issuance process, service delivery, customer service, orientation and training for new participants, and one-to-one reconciliation of all checks. The process includes extensive computer report analysis, onsite visits to authorized vendors statewide, development and provision of technical assistance and training to local WIC agency staff, and corrective action plans for bringing an agency into compliance.

Food Delivery personnel oversee the local WIC agency onsite management and evaluation process for WIC Services. The process includes developing the biennial schedule, sending out questionnaires,

letters and reports to local grantee sponsors and coordinators, and tracking and filing all documents. The onsite review process incorporates 11 Functional Areas that are defined by USDA for the WIC Supplemental Nutrition Program. The methods used by staff include on-site visits, completion of questionnaires by local grantees and State staff, desk reviews of grantee-submitted documents; and electronic and ongoing analysis of reports and data.

Vendor management activities include collecting, processing, maintaining the paperwork, files and computer database necessary to manage contracted vendors; developing and providing training seminars statewide, conducting extensive computer report analysis, performing onsite monitoring (including minimum stock inspection) of vendors statewide, collecting and analyzing commodity prices throughout the state, and conducting both training and covert compliance buys.

Food Delivery unit personnel review daily and monthly bank reports and have the ability to electronically access and review images of all checks the bank has processed for the past nine years. Staff can also electronically access account information for all New Jersey WIC's bank accounts for up-to-date activity.

Food Delivery personnel develop ad hoc computer reports to identify, analyze and use data as a tool to change and/or develop policies that will have a positive impact on service delivery for WIC participants. The FD personnel develop and write comprehensive reports on local agency and vendor operations; evaluate annual grant applications and grant modifications; and develop and provide technical assistance/training seminars for vendors.

Food Delivery personnel oversee the ordering, printing and distribution of various program materials, including all check stock used for WIC participant ID folders, plastic sleeves for the ID folders, participant Rights and Obligations Forms, Household & Income Information Forms, participant fact sheets, WIC Verified Stamps, vendor food lists, vendor store signs, vendor stamps, and all forms related to the vendor application process.

Food Delivery personnel co-chair the Food List Committee along with the Health and Ancillary Services Unit. This group evaluates all items chosen for inclusion on the list of WIC approved foods. Food Delivery personnel bring their knowledge of statewide availability of items, variations in pricing at vendors across the state, information on check redemption data and participant preferences.

Food Delivery personnel oversee the Special Infant Formula purchase system, where at-risk infants receive medical infant formula shipped either to their homes or to their local WIC Agency. The State has a vendor agreement with a formula warehouse company in Lancaster, PA, for the purchase and shipment of special formula. This system has been in place for several years and has provided a much-needed service to one of WIC's medically fragile/needy population.

Food Delivery personnel are responsible for overseeing the semiannual exchange of participant information with the Commonwealth of Pennsylvania. Date files are compared to discern whether any of New Jersey's WIC participants are enrolled in the Pennsylvania WIC Program dually. Through the efforts of WIC's computer system contractor, Currier, McCabe and Associates (CMA), this data exchange has been enhanced and improved to assist in detecting participant fraud.

Food Delivery personnel are cross-trained to perform functions in the Vendor Management Unit. The cross training is enhancing the skills and knowledge of the staff, which is needed to maximize productivity.

2.1.5 WIC Information Technology

The WIC Information Technology (IT) Unit is responsible for all data and technology functions for New Jersey WIC Services. The IT Unit is responsible for three areas of program concern in support of WIC's Automated Client Centered Electronic Service System (WIC ACCESS): Operations, Maintenance/Project Management, Field Support and Quality Assurance. In addition to the WIC ACCESS system, the IT Unit supports the computers and associated equipment used by State WIC staff for program management and operations. The IT unit administers and is responsible for the Vendor database and application for monitoring and reporting, and is also responsible for the implementation of a new online application to replace WIC ACCESS in preparation for implementation of a WIC EBT system.

2.1.5.1 Operations and Maintenance/Project Management of WIC ACCESS

All automated data processing operations and development are provided and supported by WIC's application service provider (ASP) according to specifications developed by New Jersey WIC Services. A critical role of the IT Unit is to coordinate, monitor and manage current ASP operations and identify issues to improve the efficiency of WIC ACCESS. Areas included in these efforts are monitoring of help desk operations, software "bug" identification, enhancements, application implementation, and resource management. WIC IT functions as a liaison for the State and local agencies to the ASP.

The IT Unit provides the necessary evaluation tools and training in use of the Local Agency Service Site Module, System Administration Module, and Central Administrative Module needed by State and local agency management and staff to monitor enrollment participation, food instrument cost, caseload management, food funds issuance, funds reconciliation and Local Agency staff member management. The IT Unit also audits local agencies for compliance with Federal regulations that are considered within the scope of IT.

The IT Unit is responsible for identifying emerging technologies that will enhance cost-effective service delivery to WIC participants and improve information management. There are a number of initiatives currently under development that are directly related to implementation of new technologies or the utilization of current technologies in a different manner that will improve the operating efficiency of WIC ACCESS.

The IT Unit, working with other State Office Units, manages the modification of WIC ACCESS to meet the changing requirements of the WIC program. The IT Unit provides business requirements definition support for modifications to the WIC ACCESS application. These modifications are predominately in response to new or modified USDA requirements, in support of normal updates or new WIC initiatives, and to improve efficiency of operations. WIC ACCESS provides automated support for all aspects of WIC.

2.1.5.2 Quality Assurance

The WIC Information Technology Unit utilizes internal resources to test any modifications to the WIC ACCESS application, including regression testing to assure that the modifications do not affect existing functionality. Formal test scripts are developed by Quality Assurance staff and consultants to fully exercise each change in the new build and to assure that the entire application continues to operate properly with the inclusion of the changes. Tests are run in a standalone Test Lab using copies of selected Local Agency systems and databases. After testing is complete in controlled conditions, pilot testing is conducted at two local agency administrative sites before any new modification is implemented statewide. The pilot test period is closely monitored by Quality Assurance staff and consultants who verify that the new version of the software operates without problems in the production environment.

2.1.5.3 Field Support

The WIC Information Technology Unit provides technical and logistical support to the State and local agency staff and their associated facilities. In conjunction with the ASP help desk, IT staff provides field support hardware and software assistance to local agencies at 33 administrative sites and 69 clinic satellite sites throughout the State of New Jersey. The IT unit also provides support to State WIC personnel located at the State WIC Office.

2.1.5.4.1 General Support of Client

The IT Unit will continue to identify and develop all specifications and allocations for new hardware and software applications. IT staff researches and processes all purchase orders for necessary equipment and services. The IT Unit also keeps an electronic inventory on all State and local agency hardware and software.

IT will continue to explore new technology that can be tailored to the delivery of WIC services. New generations of hardware and software applications are constantly being tested and reviewed as to their appropriateness for WIC services at both the State and local levels.

2.1.5.5 New Jersey WIC Website

The New Jersey WIC website is an excellent resource for WIC participants, health professionals, and the public in general for information regarding the New Jersey WIC Program and for links to other public health nutrition programs and information. The site is being regularly updated because it is an effective outreach tool as evidenced by the high number of visits each month.

The web address is www.state.nj.us/health/fns/wic/index.shtml

2.2 Local Agency Operations

Direct WIC services are provided on a monthly basis to more than **284,000** women, infants, and children at **102** administrative and clinic sites in the **17** local agencies listed below. The agency sponsors consist of two (2) hospitals, nine (9) municipal/county health departments, one (1) university and five (5) private/nonprofit organizations.

<u>Local Agency</u>	<u>Type of Agency</u>	<u># Of Administrative/Satellite Clinics</u>
Atlantic City	Local Government	3/0
Burlington County	Local Government	1/10
East Orange	Local Government	2/1
Tri-County/Gateway CAP	Non Profit	6/3
Gloucester County	Local Government	1/2
Newark	Local Government	4/1
Jersey City	Local Government	1/3
North Hudson Community Action Corporation	Non Profit	1/4
NORWESCAP	Non Profit	3/4
Plainfield	Local Government	1/0
St. Joseph's Regional Medical Center	Hospital	1/16
Children's Home Society of Mercer County	Non Profit	1/4
Rutgers, the State University RBHS	University	1/3
Ocean County	Local Government	2/5
Passaic	Local Government	1/0
Trinitas	Hospital	1/0
Visiting Nurse Association Health Group	Non Profit	3/13

33 admin/69 satellite = 102 sites

2.3 New Jersey Advocacy Operations

2.3.1 New Jersey WIC Advisory Council

The bylaws of the Council set forth the purpose, organization and responsibilities, of its membership which are identified in **Section 1.4**.

3.0 MILESTONES - SIGNIFICANT INITIATIVES FOR FFY 2015

3.1 Office of the Director

3.1.1 Collaborations

New Jersey Healthy Corner Store Initiative

Corner Stores and Bodegas are often the main source of food for people living in New Jersey communities that do not have supermarkets nearby. Many of them sell very few choices of fresh produce and other healthy food options. They are a significant source of food, particularly in food deserts and are a frequent destination for children and families living in low income and rural areas. According to data from the USDA, more than 1.5 million NJ residents live in low-income areas with limited access to healthy foods.

The New Jersey Healthy Corner Store Initiative is a partnership between the Food Trust and the New Jersey Partnership for Healthy Kids that connect store owners and community leaders with the resources they need to increase access to healthier retail options for low income families in food desert areas throughout the state; by providing fresh fruits and vegetables and other healthy foods in neighborhood corner stores throughout New Jersey. This initiative is funded through the Community Health and Wellness from its Preventive Health and Health Services Block Grant and is an example of our collaboration with one of our partners in the DOH.

WIC authorized retailers participating in the initiative agree to include a minimum of two different types of fresh fruits and fresh vegetables, a minimum of one whole grain cereal and obtain infant formula only from State approved retailers to their store's inventory in exchange for business trainings, technical assistance and equipment to help them market and sell their healthy foods profitably. This also aids them by strengthening their capacity and ability to provide quality, affordable healthy foods to WIC participants in their community.

WIC staff encourages authorized retail vendors in these areas to participate in the initiative and provide monitoring to ensure that they meet the minimum requirements for participation.

Nutrition Lessons for Teens

New Jersey will continue working with other programs in the Department of Health (DOH) to promote WIC, such as Teen NJ, Child and Adolescent in the Division of Child and Maternal Health, and the New Jersey Department of Children and Families (DCF) – Division of Family and Community Partnerships. The DCF is a recipient of a Health and Human Services Federal Grant to promote Support for Pregnant and Parenting Teens. The collaboration will result in a new online teen-friendly nutrition lesson, which will be integrated into the existing NJWICOnline.org portal. Currently in the development stage, the lesson is anticipated to be available for use late summer/fall 2015. If successful, this collaboration could result in an additional nutrition lesson for teens in FFY 2016 and 2017, without cost to the NJ WIC Program.

Collaboration with William Paterson University and Saint Joseph's WIC Program in Paterson

The NJ WIC Program continued the two-year collaboration with William Paterson University, and Saint Joseph's WIC Program in Paterson, which will conclude in June 2016. The project is funded by Children's Nutrition Research Center (CNRC) at Baylor College of Medicine and USDA FNS. The focus of the project is to create an online nutrition education program/curriculum to promote Farmer's Market fruit and vegetable purchases and consumption. The NJ State WIC agency participates in monthly meetings as a contributor to implementation of the work plan. WIC participants have been engaged as full partners in the development of the lesson's three modules and the delivery of content. WIC participants chose the title for the video lesson, *Fresh Start*. WIC participants were cast in both the English and Spanish videos currently under development that will be used during the upcoming Farmers' Market season. When the project is completed, the lesson will be integrated into the existing NJWICOnline.org portal. The study design includes reinforcement for participants who will receive a series of three follow-up emails after completing the lesson to reinforce key program messages and content. Accomplishments to date include completion of the second round of 12 Focus Groups of WIC participants (6 English, 6 Spanish) to pretest the lesson content and develop the measurements. Current work in progress includes final development of the videos. Lesson Evaluation is scheduled between July 2015 and February 2016. The project results will be presented at a USDA Conference on July 20th 2016.

3.1.2 Farmers' Market Collaboration Meetings

The NJ Farmers' Market Nutrition Program (FMNP) had one regional meeting with Senior Coordinators. Suggestions discussed at the meeting were incorporated into the FMNP operations as appropriate.

3.2 Health and Ancillary Services

Significant program initiatives for the Health and Ancillary Services Unit for FFY 2015 included continued follow-up training on Value Enhanced Nutrition Assessment (VENA) and incorporating *Using Loving Support to GROW and GLOW in WIC: Breastfeeding Training for Local WIC Staff*; referrals to healthcare providers; conducting nutrition and breastfeeding services trainings, conducting a statewide movie screen outreach; breastfeeding services orientation, technical assistance training, and publishing four (4) quarterly issues of the MARWIC Times.

3.2.1 Breastfeeding Peer Counseling

Breastfeeding promotion and support services were provided according to the *Loving Support*® Model for a Successful Peer Counseling Program. USDA targeted funding supports breastfeeding promotion and support services for WIC participants. The FFY 2015 funding was \$1,038,689 and all of it was distributed to the seventeen (17) local agencies according to the same funding formula the USDA uses to award funds to the states.

Since 2004, Congress has annually appropriated Breastfeeding Peer Counselor Funds (BFPC) to enable State agencies to implement an effective and comprehensive peer counseling program and/or enhance an existing breastfeeding peer counseling program. These funds, which are additional to the breastfeeding targeted funds, were primarily used for peer counselor salaries and fringe benefits. The FFY 2014 BFPC funds of \$1,155,229 were placed in the FFY 2015 grants to the seventeen (17) local agencies, according to the same funding formula the USDA uses to award these funds to the states.

Breastfeeding peer counseling services are a core service in New Jersey WIC, and there is a strong management component. The BFPC funds enhance the breastfeeding services originally funded with the USDA breastfeeding targeted funds. WIC grantees are required to provide services consistent with *Loving Support*® through Peer Counseling: A Journey Together – for WIC Managers. New Jersey WIC local agencies employ approximately 45 breastfeeding peer counselors.

The State agency received Operational Adjusted funds to conduct a Management Training for WIC Coordinators, Breastfeeding Managers, and WIC Sponsors on *Loving Support*® Through Peer Counseling: A Journey Together. The one-day training provided information on how to implement and manage the *Loving Support*® Through Peer Counseling: A Journey Together Program in the local

agency, for administrators to understand the Food and Nutrition Service vision for breastfeeding peer counseling in the WIC Program, and provided an overview of the curricula for training breastfeeding peer counselors.

3.2.2 Nutrition and Breastfeeding Training, Technical Assistance, and Staff Development

The Third Annual NJ WIC Statewide meeting was held on Monday, October 27, 2014. Approximately 475 staff attended the meeting at the Hilton New Brunswick, New Jersey. The theme of the meeting was “Supporting & Strengthening WIC Families: 40 Years and Beyond.” The New Jersey WIC Director, Electra Moses, set the tone for the meeting and her expectations for customer service in the clinic environment in the coming year. The Welcoming Address was presented by Nashon Hornsby, Chief of Operations for the New Jersey Department of Health, Division of Family Health Services. Patricia Dombroski, Regional Administrator, Supplemental Food Programs Mid-Atlantic Region U.S. Department of Agriculture provided highlights of her memories of the national WIC Program’s 40 year history. In addition, the local agency staff presented special memories and lessons learned working for the WIC Program in New Jersey. Adolph Brown, Psy.D. provided a dynamic morning keynote on the topic of “Don’t Judge a Book by its Cover.” The healthy meeting environment included a physical activity session and a healthy lunch. The afternoon keynote was presented by Pam McCarthy, MS, RD/LD on the topic of “Tapping Into the Power of Influence.” The objectives for the afternoon session included:

1. Identify WIC as a behavior change program
2. Understand that WIC clients want to be transformed, not just informed
3. State two (2) of the six (6) influence principles
4. State three (3) ways they can be more influential with clients in the WIC clinic

The meeting evaluations completed by attendees will assist with planning future meetings.

State and local agencies continued to use the monitoring tools, that include VENA evaluation questions (client-centered) related to clinic environment, customer service, counseling and nutrition education. State Agency staff provided trainings to individual Local Agencies that were found to need additional training. The topics of focus were facilitated discussion, motivational interviewing and documentation.

The State agency held a joint Breastfeeding Manager and Chief Nutritionist Meeting in March 2015. Key issues and updates were on policies related to certification and eligibility, breastfeeding and

nutrition education. The attendees were encouraged to ask questions and raise concerns that were addressed by the State Agency Managers from Breastfeeding, Nutrition and Food Delivery. Time was set aside for a fitness break using the SNAP video on walking. The meeting ended with networking and discussing common issues that arise in WIC.

The State agency offered nine (9) full day regional trainings during the summer 2014, conducted by the team from UC Davis, who conducted the original Baby Behavior study. The training was mandatory for all local agency staff to incorporate the concepts and practice into the clinic.

3.2.3 Web Based Nutrition Education for WIC Participants (NJWIConline.org)

Online secondary nutrition education is easily accessible through NJWIConline.org and at each local agency through the use of kiosks. This website offers an efficient and cost effective option to the NJ WIC Program, local agencies and participants to satisfy the secondary nutrition education USDA requirement. **In FFY 2015, a Healthy Eating module was created and added to the list of topics.**

5.2.4 WIC Food List 2015

In FY 2013/2014, New Jersey WIC Services made a formal request for new foods to be submitted for the 2015 update of its WIC food list, mainly because of changes from USDA. The announcement for new foods was posted on the New Jersey WIC website. The existing food manufacturers, which were maintained in the State's e-mail directory, were also sent the request for new foods submission. Food manufacturers **must** have the foods in the stores before they submit any potential foods for review to WIC. Food manufacturers must submit the labels of the foods (with "Nutrition Facts") to the State WIC office before the stipulated deadline.

One of the major changes to the current food list included offering additional food products under the whole grain and fish options. Therefore, whole wheat pasta and jack mackerel were added to the list of new foods to review. Some other changes made for cost containment were:

- Limiting cold cereal container sizes to 18 ounces or larger up to 36 ounces, since the per ounce cost of smaller package is higher,
- Offering only store brand 64 ounce juices for the children category, since national brands were generally more costly than other brands,
- Offering only store brand frozen juices for the women category, since national brands were generally more costly than other brands, and

- Removing 48-ounce juices (store brand and national brand) for the women category.

The State WIC office created a Food List Committee that included State staff and local agency staff, to review all food submissions for compliance with USDA requirements. The Food List Committee made a list of all the foods submitted, checked to see if these foods were currently available in the stores, and reviewed the food prices. The Food List Committee also looked at WIC Food Lists from other States, before making any decisions. After the Food List Committee made its decision about what foods to include in the 2015 WIC Food List, a drafted List was sent to USDA for approval before final printing and distribution. The State WIC office mailed denial letters to the manufacturers whose foods were not selected for inclusion on the list.

The State WIC also revised the Cash Value Voucher (CVV) Food List to include potatoes. The CVV covers allowable fruits and vegetables. The potato products allowed were any brand of fresh, frozen, and canned; any package type (bag, box) including all shelf-stable containers or pouches; any size (except single serving packages); and potatoes with or without salt. Not allowed were potato products with added sugars, seasonings, fats, oils or condiments; products with sauces, like cheese sauce or any other type of sauce; seasoned, flavored or breaded; single serving packages; prepared or frozen tater tots; prepared or frozen French fries; and dehydrated or prepared mashed potatoes.

5.2.5 Outreach Initiative

The following components of the statewide New Jersey WIC outreach campaign took place in FY 2014 and 2015.

Poster, Cards and Banner Display:

Transit:

The transit portion of the 2014 WIC campaign included king bus posters, interior bus cards and train station platform banners (Riverline) and two-sheet posters (central and north). The transit delivered more than 29 million impressions.

King Bus Posters - Run Dates (FFY 2014/2015)

Flight one 7/28/14 -9/21/14

Flight two 9/8/14 - 11/2/14

Target Areas (garages)Flight one:

- 19 – Orange Garage
- 10 – Newtown and Washington Garages
- 7 – Hamilton Garage
- Coast Suburban Garage
- 5 – Orange (added value)

Flight two:

- 21 – Wayne, Passaic/Bergen Local, Market Street Garages
- 15 – Middlesex/Plainfield and Coach Suburban Garages
- 15 – Meadowland, Hudson Local and Grenville Garages
- 10 – Egg Harbor Garage
- 5 - Egg Harbor Garage (added value)

Interior Bus Cards (added value) (FFY 2014/2015)

Run Dates: 7/28/14 - 11/2/14

Target Areas:

- | | |
|--------------------|------------------------------|
| • Big Tree | • Meadowlands Express |
| • Egg Harbor Local | • Middlesex/Plainfield Local |
| • Hamilton | • Newton Ave Local |
| • Hilton | • Orange |
| • Hudson Local | • Washington Town Local |

Train Station Two-sheet posters and platform banners (FFY 2014/2015)

Run Dates: 9/15/14 - 12/7/14

Target Areas:

- | | | |
|-------------------|-------------------|----------------------|
| • 22nd Street (2) | • Absecon | • Secaucus |
| • 34th Street | • Newark Broad | • Junction |
| • Garfield Ave | • Elizabeth | • Wayne |
| • Garwood | • Linden (2) | • Watsessing (2) |
| • Passaic | • North Elizabeth | • Riverline |
| • Irvington | • Newark Penn (2) | • (various stations) |
| • Paterson | | |

Digital Display:

The WIC web banner campaign reached English and Spanish speaking individuals via both Audience and Contextual targeting. "Audience" targets via demographics: Women 18-35, lower income, with young children or expecting children. The "contextual" campaign targeted people by their internet habits. The overall digital campaign was in line with industry standard with a 0.08%

click-through-rate (CTR). The Spanish campaign performed a little stronger with a 0.10% CTR, where English was a 0.07%. The contextual portion of the campaign performed slightly higher than industry standard: 0.10% English and 0.16% Spanish. Overall, the campaign delivered 2.2 million impressions and more than 1,800 clicks.

Display Banner Ads Impressions in English and Spanish: Run Dates (FFY 2014/2015)

- 8/1/14 - 8/31/14
- 10/1/14 - 10/31/14

Target:

English and Spanish creative

Audience: Women 18-35, with young children and/or expecting children

Contextual: Families, parents, and children related content with low income

Sample Sites:

- Yahoo.com
- YouTube.com
- Patch.com
- About.com
- CNN.com

Pandora:

The Pandora campaign targeted English and Spanish speaking stations. The primary target audience was women 18-34 and where possible, skewed to Family Channel Audience. The Pandora campaign over delivered by about 5% on impressions, garnering 1.9 million. The creative executions helped generate nearly 9,000 clicks for an overall CTR of 1.37%. Industry average for a mobile campaign is 1.14%.

Run Dates (FFY 2014/2015)

- 8/11/14 - 8/24/14
- 9/29/14 - 10/19/14
- 9/1/14 - 9/21/14
- 10/27/14 - 11/16/14

Target:

English and Spanish creative

Women 18-34, Family Channel Segment

3.3 Food Delivery and Vendor Management

3.3.1 Vendor Cost Containment

New Jersey WIC Services has a Memorandum of Agreement between New Jersey Department of Health and the New Jersey Treasury Division of Taxation. The purpose of this Agreement is to share and verify tax information on vendors that may be above-50-percent vendors. The MOA has been a valuable resource that has enables NJ WIC to determine the status of vendors that are designated as above-50-percent vendors.

3.3.2 Banking Services Contract

The banking contract with Solutran was extended for an additional year.

3.3.3 Vendor Application Process

New Jersey WIC Services - Food Deliver Services/Vendor Management unit is responsible for activities that are associated with selecting, authorizing, training, monitoring and investigating the authorized WIC retail vendor population.

Federal Regulations mandate a limited number and appropriate distribution of WIC retail stores in order to ensure the lowest practicable food prices consistent with adequate participant access to supplemental foods and to ensure effective State agency management, oversight, and review of its authorized vendors. As required by Federal Regulations, New Jersey WIC Services has a vendor peer group system. The retail peer group types are chain, large independent, small, pharmacy, and commissary. The peer groups are assigned based on the amount of registers in the store and their geographic location.

There are approximately **910** currently authorized retail food stores with a three year contract. The current agreement began October 1, **2012** and ends September 30, **2015**. Six months following authorization each vendor is revisited to ensure compliance with Federal regulations and State policies and procedures.

The next contract period will begin on October 1, 2015 and ends September 30, 2018.

3.4 WIC Information Technology Systems

3.4.1 Field Support Services

State office field support staff on an as required basis handles:

- Hardware maintenance,
- Repair and replacement,
- Operating system,
- Software,
- Internet, and
- Local Area Networks (LAN) administration and application troubleshooting.

All hardware and some software related calls reported through the CMA help desk are forwarded to the State Field Support Service staff. The field support staff is responsible for the physical installation, maintenance, repair and administration of the PCs, printers and networks utilized with WIC ACCESS. In FFY 2014, field support staff responded to over 279 on-site maintenance calls and provides daily telephone support as appropriate.

3.4.2 Ad-Hoc Reporting

Crystal Reports is an ad-hoc reporting software tool that is being used to create management reports that had not been previously available or to address new requirements and temporary needs. State staff provided development support for the generation of Crystal Reports upon request and responded to approximately 60 requests for data/reports. Crystal Reports have been distributed to Local Agencies that do not have the ability to generate their own.

3.4.3 WIC ACCESS Operating System

WIC ACCESS version 4.13.3 was implemented statewide and included an advanced formula report and risk detail guide. An additional security feature was also introduced. The entire Magnetic Ink Character Recognition (MICR) line is now being printed on participants' WIC checks, replacing the method that included check stock with preprinted routing number. This new feature maintains a constant alignment of the check and routing numbers; and a consistent alignment of the MIRC line.

3.4.4 WIC ACCESS Disaster Recovery Backup Site

New Jersey WIC has completed the creation of a stand-alone backup facility near the Central Processing Site (CPS) in Latham, NY. The hardware in the CPS is duplicated in an alternative site

and, in the case of an emergency, can be loaded rapidly with the backups from the CPS to get the system operational in a matter of hours. The system has been rigorously tested and is on standby.

3.4.5 Data Warehousing

NJ WIC MIS discontinued the use of Data Warehousing. The process was replaced with a high-speed remote access to Administrative sites, providing State WIC staff a more complete data set.

3.4.6 Systems Lifecycle

WIC's Automated Client Centered Electronic Service System (ACCESS) is approaching the end of its useful product lifecycle. A final contract for operations and maintenance of the system has been awarded to the incumbent, Currier, McCabe and Associates (CMA) and a contract for the implementation of Maryland's web based system was also awarded to CMA.

3.4.7 Electronic Benefit Transfer (EBT)

New Jersey WIC Services is engaging a planning contractor to develop planning documents for submission to the USDA to initiate a conversion to EBT by the mandated deadline of 2020. These documents include an alternative analysis, Implementation Advanced Planning Document (IAPD) and a Request for Proposal (RFP).

3.4.8 Continued Operation of WIC ACCESS

The three year contract awarded to the contractor Currier McCabe and Associates (CMA) remains in place for the operation and maintenance of WIC ACCESS. This engagement will continue to ensure that certification and benefit delivery will continue seamlessly while a new web based system is under development and implementation.

3.4.9 New System

New Jersey WIC issued a contract for the modification and implementation of Maryland's web based Electronic Data Processing System. New Jersey has completed the design phase of the project and is in the midst of completing the development phase with a tentative statewide deployment of the new web-based system by January 2017.

3.5 Monitoring and Evaluation

3.5.1 Infant Formula Rebate

The Infant Formula Rebate Contract with Mead Johnson is providing \$36M that will serve 491,276 WIC participants.

The Mead Johnson contract is effective until September 30, 2015. A one year extension has been granted.

3.5.2 WIC Administrative Funding Formula

The preliminary FFY 2014 funding was based on the guaranteed FFY 2015 base. Using USDA's funding formula which guarantees the annual base funding from one year to the next, the recommended FFY 2015 base with a ten percent inflation factor was the basis for calculating the preliminary grant award to grantees for FFY 2016. Adjustments will be made in accordance with USDA funding.

3.5.3 Infant Cereal and Juice Rebate

The Gerber Infant Cereal Rebate contract with the Alliance of MARO States will be ending June 15, 2015. Under USDA regulations, New Jersey is ineligible to join the MARO Alliance, because the state was not a member until 2007 and membership in the Alliance was limited to those states joining the Alliance prior to 2007. New Jersey is in the process of obtaining a new cereal rebate contract; this rebate is estimated to provide over \$500,000 per year to New Jersey.

4.0 STRATEGIES

4.1 Client Services through Technology and Collaboration of Services

4.1.1 WIC ACCESS

Currier, McCabe, and Associates (CMA) will continue to operate and maintain WIC ACCESS for FFY 2016.

4.1.2 Replacement system

In 2016, a Quality Assurance contractor will continue to work with CMA to ensure that the specifications in the RFP are met.

4.1.3 Peer Group Enhancement

The current vendor system has been modified to identify 21 distinct peer groups by geographic location north, central and south, in accordance with USDA criteria.

4.1.4 eWIC (Formerly WIC EBT)

New Jersey WIC is procuring the services of an established WIC EBT Project Manager to produce the planning documents for submission to the USDA for approval. For Federal fiscal Year (FFY) 2016, WIC anticipates receiving the final approval from FNS for the implementation Advanced Planning Document (IAPD). New Jersey WIC will then develop a RFP for the EBT implementer by the end of FFY 2016.

The Monitoring and Evaluation Unit will continue to collaborate with MIS to effectively gather, process, and disseminate data to monitor caseload and food funds.

4.2 Quality Nutrition Services

4.2.1 Staff Development

The State Office is developing training based on the needs of the Local Agencies, USDA guidelines, Altarum recommendations and staff surveys. The State continues to model and incorporate VENA and Grow and Glow in all trainings. The state strategies to achieve the above include:

- The **Statewide Annual Conference** will take place on October 30, 2015 at Pines Manor in Edison, NJ. All State and Local Agency staff will attend.
- **New staff orientation** is in the process of being developed at the State level for all Local Agency staff.
- **Refresher/review course** for current staff emphasizing participant-centered services will be drawn from the new staff orientation.

4.2.2 Breastfeeding Promotion and Support Services

Local WIC agencies conduct their peer counseling programs according to *Loving Support® Through Peer Counseling: A Journey Together*. Breastfeeding staff is present at all administrative sites and most satellite sites. They are part of the clinic flow, briefly meeting pregnant women during initial certification, and offering support and information during newborn certifications. Facilitated group or individual breastfeeding education is available so women can make informed infant feeding decisions. Support services are available for breastfeeding women to help them meet their breastfeeding goals. Peer counselors meet with new mothers at initial infant certification, check pick-up, and package change appointments. They telephone pregnant and breastfeeding mothers to offer support and information and are available outside normal hours to receive telephone calls from WIC mothers. They refer questions or problems beyond their expertise to International Board Certified Lactation Consultants. Breastfeeding literature and aids are available for pregnant and breastfeeding women. Peer counselors make contact with pregnant women monthly and every one to two weeks when women are in their ninth month of pregnancy, with new mothers every two to three days in the first week, once a week during the rest of the first month, once a month for the remainder of the first year, and before she returns to work or school. Home visits are made when necessary and rounds are made at many hospitals. Breastfeeding staff coordinates with community groups and health care providers so that WIC women will receive consistent messages about breastfeeding. Breastfeeding managers and WIC coordinators collaborate with other organizations, such as

hospitals, prenatal clinics and other community organizations to strengthen support for breastfeeding families.

Breastfeeding peer counselors are paraprofessionals who come from the communities and speak the same language as WIC participants. After satisfactorily completing the breastfeeding peer counselor training, WIC moms are mentored by experienced breastfeeding staff.

In FFY 2016, there will be continued emphasis on promoting exclusive breastfeeding in the first six months of life and continued breastfeeding for as long as mother and infant desire. WIC staff will target breastfeeding messages relevant to a woman's stage of change. Individual barriers to breastfeeding will be addressed using the 3-Step counseling method and VENA techniques. WIC food packages and materials, staff attitudes and clinic environment reflect the importance of exclusive breastfeeding.

4.2.3 Promote Physical Activity in Conjunction with Nutrition Education

Local agencies will be encouraged to continue to promote the importance of physical activity by incorporating positive physical activity messages into all nutrition counseling. Recommended strategies will include providing educational materials that stress the importance of physical activity, having physical activity displays or posters visible, and arranging for physical activity experts to provide activities and demonstrations targeted for WIC participants. The local WIC staff will also focus on educational strategies that will assist WIC participants to increase their consumption of fruits and vegetables and making healthier food choices.

4.2.4 Web-Based Nutrition Education for WIC Participants (NJWIConline.org)

In Fiscal Year 2016, New Jersey WIC Services plans to develop additional lesson topics for NJWIConline.org, the internet website. The expansion of topics will widen the appeal of, improve interest in, and increase revisit rates to the website. Since New Jersey launched this site in November 2009, several other State WIC Programs have adopted it for use as an option for secondary nutrition education. Staff started drafting the content for Healthy Eating scheduled to be completed by the end of FY 2015.

4.3 Vendor Cost Containment

In FY 2015, retail vendors shall submit their Commodity Price List Surveys (CPLs) online via a web-based application. This will reduce staff man hours needed for manual data entry and help the State Agency (SA) move toward a paperless system. Additionally it will allow the SA to more accurately evaluate the average prices of allowed foods across peer group assignments.

4.3.1 Vendor Selection

The SA will continue to explore the use of electronic technology solutions that will assist in preparation for the implementation of Electronic Benefit Transfer (EBT). The SA Vendor Unit has expanded the peer groups by geographic setting (North, Central, and South New Jersey), which will assist in regulating prices and overall cost containment.

4.4 Program Integrity

4.4.1 Management Information Systems

To improve and maintain program integrity from an MIS overview, the selection of a replacement electronic data processing system for New Jersey WIC will encompass a conversion from a distributed client-server database environment to a centralized web-based database environment. This will minimize any application and database anomalies that could affect database integrity that will enhance program integrity.

4.4.2 Compliance Buy Investigations

Food Delivery Services shall continue to utilize SA vendor staff to conduct Compliance Buy investigations and Routine Monitoring.

4.4.3 Social Media – Program Integrity

The State Agency staff in Food Delivery Services will conduct periodic reviews of the following sites: EBay, Craigslist and other social media websites to help identify and resolve allegations of WIC participant and retail vendor fraud.

4.4.4 Local Agency Monitoring and Evaluation

The State WIC Agency (SA) onsite team (Food Delivery, Nutrition Services, and MIS staff) conducts bi-annual monitoring and evaluations of 50 % of seventeen local WIC agencies per year. After the local agency review, the SA onsite team submits an onsite report that includes corrective action plans for the local agency to review and respond. The LAs must submit a corrective action plan within six weeks of identification on non-compliance, to the State Office. Local WIC agencies that are being monitored in FY 2015 are North Hudson, Jersey City, Children's Home Society of Mercer, VNA, Ocean, St. Joseph's, Passaic, Plainfield, and NORWESCAP.

The local agencies that are being monitored in FFY 2016 are Atlantic City, Burlington County, Gateway, East Orange, Gloucester, Newark, Rutgers-NJMS Program, and Trinitas.

5.0 APPENDICES

5.1 Organizational Charts

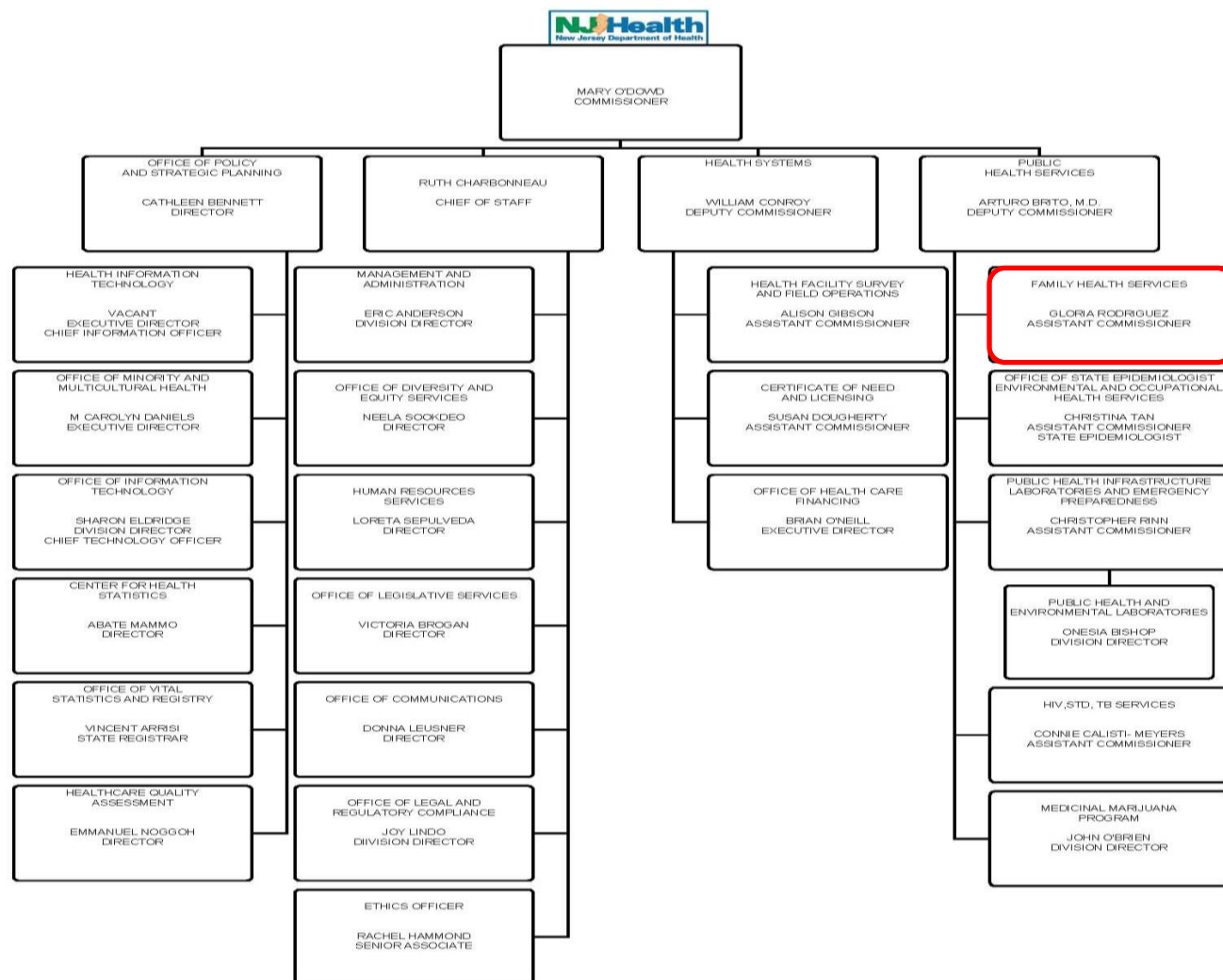
5.1.1 Department of Health

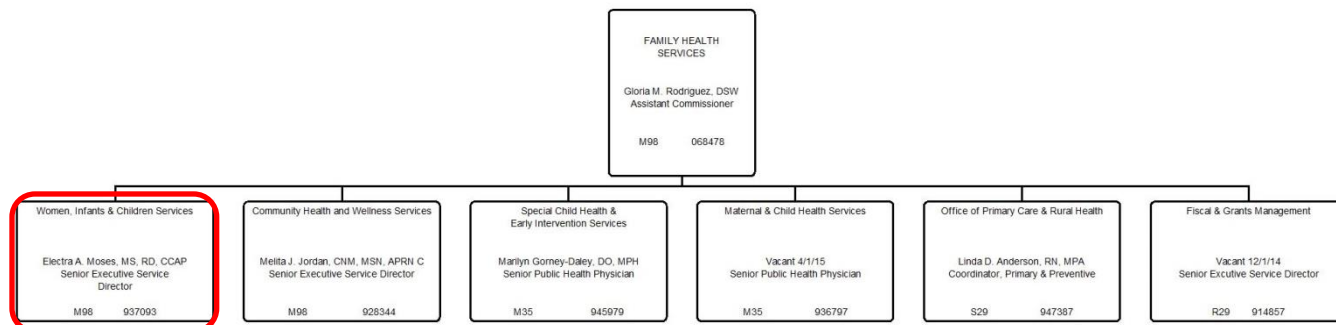
5.1.2 Division of Family Health Services

5.1.3 WIC Services

5.1.1 Department of Health Organizational Chart

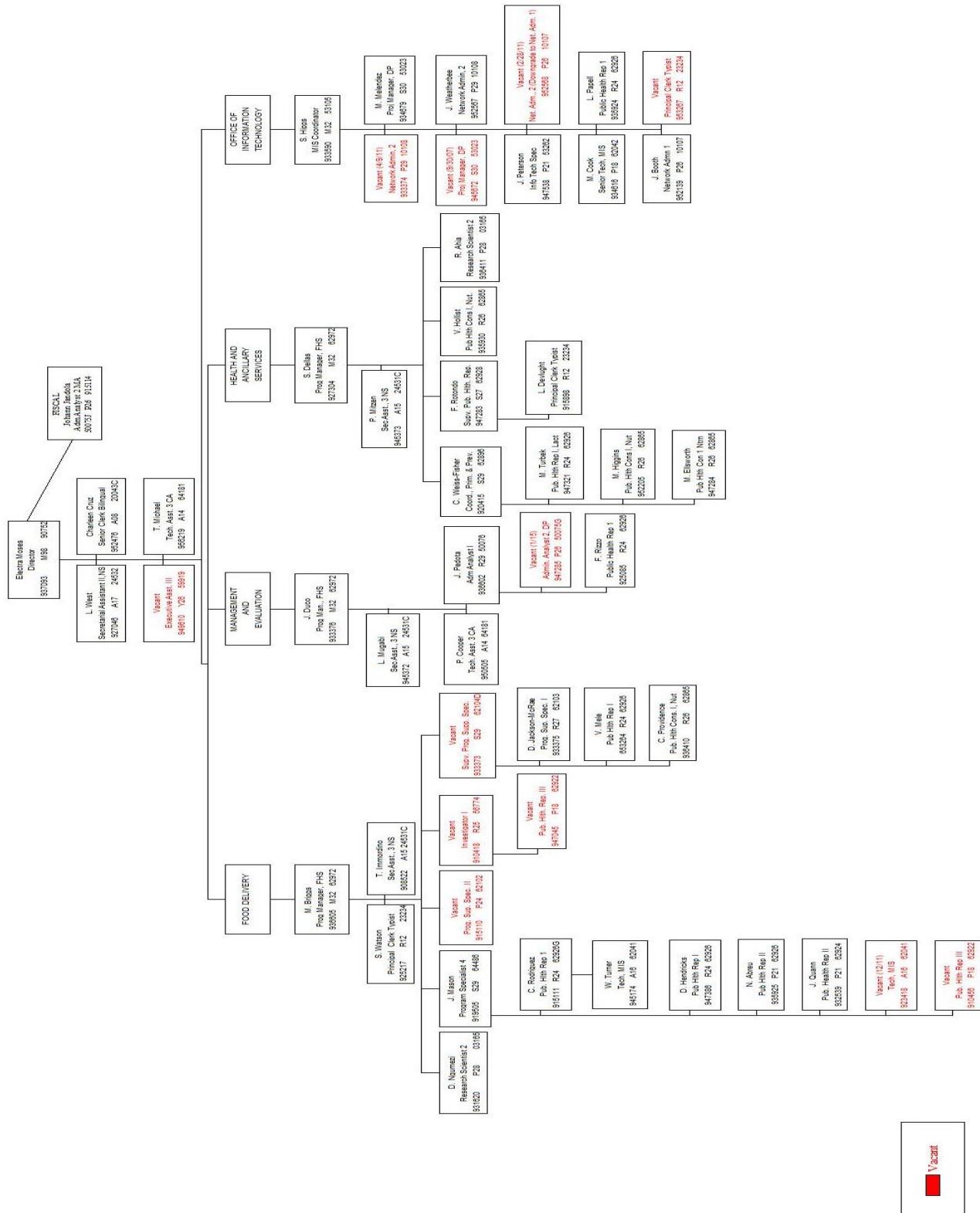
Last Modified 05/08/15



5.1.2 Division of Family Health Services Organizational Chart**Last Modified 05/01/15**

5.1.3 WIC Services Organizational Chart

Last Modified 05/08/15



6.0 WIC Clinic Sites by Agency

01 ATLANTIC WIC PROGRAM
1301 BACHARACH BLVD
1ST FLOOR, CITY HALL
ATLANTIC CITY, NJ 08401
(609) 347-5656

Coordinator: Tamika Trotman

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Admin	300 Philadelphia Ave, Egg Harbor City, 08215	Monday , Wed. and Friday 9:00-4:00	
04 Admin	One-Stop Career Center 2 South Main Street, second floor Pleasantville, NJ 08232	Monday – Thursday: 8:30 – 4:00	(609) 272-0854/9659 Fax: 609-347-5359
05 Main Admin	Atlantic City WIC Program 1301 Bacharach Blvd Atlantic City, NJ 08401	Monday & Friday: 7:30 – 4:00 Tuesday, Wednesday & Thursday: 8:30 – 4:00	Fax: 609-272-9051

03 BURLINGTON COUNTY WIC PROGRAM
15 PIONEER BLVD
WESTAMPTON, NJ 08060
(609) 267-7004

Coordinator: Dr. Deepti Das

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	Burlington County Health Dept. 15 Pioneer Blvd., Westampton, NJ 08060	Monday – Friday: 8:00 – 5:00 1 st & 3 rd Tuesday: 8:00 – 8:00 2 nd and 4 th Monday: 8:00 – 8:00	(609) 267-4304 Fax: 609-518-7156
04	Browns Mills, Nesbitt Recreation Center Anderson Lane Pemberton, NJ 08068	1 st & 3 rd Monday: 9:00 – 4:00	
06	Central Baptist Church 5 th & Maple Avenue Palmyra, NJ 08065	1 st Thursday: 12:30 – 3:30	
08	1 st United Methodist Church Camden & Pleasant Valley Moorestown, NJ 08057	2 nd Thursday: 9:00 – 4:00	
09	Medford Farms Firehouse Rt. 206 Tabernacle, NJ 08088	2 nd Wednesday: 12:30 – 3:30	
10	Shiloh Baptist Church 104 ½ Elizabeth Street Bordentown, NJ 08505	4 th Wednesday: 9:00 – 12:30	
13	JFK Center 429 JFK Way Willingboro, NJ 08046	3 rd Wednesday: 9:00 – 4:00	
14	American Legion 212 American Legion Drive Riverside, NJ 08075	1 st Thursday: 9:00 – 4:00	
16	Heureka Center 11 Dunbar Homes at Belmont Street Burlington, NJ 08016	2 nd Tuesday: 9:00 – 12:30	
19	McGuire AFB Chapel 2 Annex, Bldg. #3827 Falcons Ct. North MAFB, NJ 08641	1 st Wednesday: 9:00 – 12:30 3 rd Thursday: 9:00 – 4:00 (5905 Recreation Center, Newport & Doughboy Loop, Ft. Dix)	
20	Beverly Housing Authority 100 Magnolia Street Beverly, NJ 08010	Fourth Thursday: (January, April, July, October) 9:00 – 4:00PM	

05 TRI-COUNTY/GATEWAY COMMUNITY ACTION PARTNERSHIP
10 WASHINGTON STREET
BRIDGETON, NJ 08302
(856) 451-5600 (office)
(856 453-9478 (fax)

Coordinator: Dr. Jaya Velpuri

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	Bridgeton WIC Office 10 Washington Street Bridgeton, NJ 08302	Monday – Friday: 8:00 – 4:30 1st & 3rd Wednesday: 8:00 – 6:30	(856) 451-5600 Ext. 6732 Fax: 856-453-9478
05* see detail at bottom	Millville WIC 530 North High St Millville, NJ 08332	Monday, Thursday, Friday: 8:30 – 4:30 1 st Thursday 9:30 – 6:30	(856) 327-6868 Fax- 856-293-4107
08 Van	Countryside Village Parsonage Road Seabrook, NJ 08302	3 rd Tuesday: 9:00 – 3:00	(609) 501-8370
43 Admin	Salem WIC Office 14 New Market Street Salem, NJ 08079	Monday – Thursday: 8:00 – 4:00 1 st Monday: 9:00 – 5:00	FAX: 856-935-1817
61 Admin	Cape May WIC Crest Haven Complex 6 Moore Rd. Cape May Court House, NJ 08210	Monday – Thursday 8:00 – 4:30 Friday 7-3:00	(609) 465-1224 Fax: 609-465-6836
64	North Cape May Villa Lower Township Municipal Court North Cape May, NJ 08204	1 st , 2 nd & 3 rd Thursday: 8:30 – 2:00	(609) 898-8899
17 Admin	1111 South Blackhorse Pike Unit 7, Blackwood Plaza –Aug 1, 2014Blackwood WIC Office Blackwood, NJ 08012	Monday-Thursday: 8:00 – 4:30	(856) 374-6085 Fax: 856-374-6083
30 Admin	Mt Emphraim WIC Office Mt. Ephraim Plaza, Suite 411 2600 Mt. Ephraim Ave. Camden, NJ 08104	Monday, Tuesday, Thursday & Friday: 8:00 – 4:30 Wednesday: 8:00 – 6:30	856-225-5050 856-225-5051 Fax: 856-225-8405
30-01	ATCO WIC clinic 302 White Horse Pike Unit B-8, Atco, NJ 08004	Wed 8:30-4:30- Opening soon 2014	

06 **EAST ORANGE WIC PROGRAM**
185 CENTRAL AVENUE, SUITES 505 & 507*
EAST ORANGE, NJ 07018
(973) 395-8960

Coordinator: Monica Blissett

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
02 Main Admin	East Orange WIC 185 Central Avenue, Suites 505 & 507, East Orange, NJ 07018	Monday – Friday: 8:30 – 4:30 Thursdays: 8:30 – 7:00 PM	(973) 395-8960 Fax: 973-676-1360
16 Admin	Belleville WIC Office 152 Washington Avenue Belleville, NJ 07109	Tuesday, Wednesday & Thursday: 9:00 – 1:00	(973) 450-3395 Fax: 973-450-4550
11	Montclair WIC Clinic (within United Way) 60 S. Fullerton Avenue Montclair, NJ 07042	Monday & Friday: 8:30 – 4:30	(973) 509-6501 (973) 509-6502

07 GLOUCESTER COUNTY WIC PROGRAM
204 EAST HOLLY AVE.
SEWELL, NJ 08080
(856) 218-4116

Coordinator: Kathleen Mahmoud

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
04 Main Admin	Gloucester County WIC Gloucester Co. Dept of Health & Senior Services 204 East Holly Ave. Sewell, NJ 08080	Monday – Friday: 8:30 – 4:30 (office hours) Extended hours every other Tuesday: until 7:00 p.m. Monday and Friday NE classes 11:00 a.m. and 3:00 p.m.	(856) 218-4116 Fax: 856-218-4117
03	Williamstown-Monroe Township 125 Virginia Avenue Williamstown, NJ 08094	Monday: 8:30 – 4:30 NE (9:00 a.m. and 1:00 p.m.)	(856) 728-9800
01	Paulsboro WIC Office Gloucester County Health Dept 1000 Delaware Street Paulsboro, NJ 08066	Monday- Friday: 8:30 – 4:30 Extended hours every other Wednesday: until 7:00 p.m.	(856) 423-5849

09 JERSEY CITY WIC PROGRAM
DEPARTMENT OF HEALTH AND HUMAN SERVICES
199 Summit Ave. #A2
Jersey City, NJ 07304
(201) 547-5682

Coordinator: Deborah M. Murray

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
13 Main Admin	Jersey City WIC Program Dept. of Health & Human Services 384 Martin Luther King Jersey City, NJ 07305	Monday – Friday: 7:00 – 4:30	201-547-5682 201-547-4687 201—547-4697 Fax: 201-547-5971
06	Horizon Health Center (Health Start) 706-714 Bergen Avenue Jersey City, NJ 07306	Monday: 8:30 – 11:00	(201) 451-6300
15	North Hudson Community Action Corp. of Jersey City (Health Start) 324 Palisades Avenue Jersey City, NJ 07307	Tuesday: 8:30 – 11:00	(201) 459-8888
16	Bayonne Hospital (Health Start) 29 East 29 th Street Bayonne, NJ 07002	Wednesday and Thursday: 8:30 – 11:00	(201) 858-5000 Ext. 5356

10 VNA OF CENTRAL JERSEY WIC PROGRAM
888 MAIN STREET
BELFORD, NJ 07718
(732) 471-9301

Coordinator: Robin McRoberts

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
02 Admin	How Lane Health Center 123 How Lane New Brunswick, NJ 08901	Mon – Fri: 8:30 – 4:30 2 nd , 3 rd & 4 th Saturday: 8:30 – 4:30	(732) 249-3513 Staff: (732) 249-3768 Fax: 732-249-3793
05	First Presbyterian Church 177 Gatzmer Avenue Jamesburg, NJ 08831	4 th Tuesday: 8:30 – 2:00	(908) 902-3611
07	Edison Township Health Dept. 80 Idlewild Rd Edison, NJ 08817	2 nd Tuesday & 4 th Thursday: 8:30 – 4:00	(732) 248-7285
09	Somerset Community Action Program 900 Hamilton Somerset, NJ 08875	1 st Monday: 8:30 – 12:30	(732) 8282956
03 Admin	Perth Amboy VNA Central Jersey Ambulatory Care Dept. (Health Start) 313 State Street, Suite 704 Perth Amboy, NJ 08861	Tuesday, Wednesday, Thursday & Friday: 8:30 – 4:30 1 st Saturday of the month: 8:30 – 4:30	(732) 376-1138 (staff) (732) 376-1188 (staff) Fax: 732-376-1193
15	Iglesia Penticostal el Tabernaculo 104 Union Street Carteret, NJ 07708	1 st & 3 rd Thursday: 8:30 – 4:30	
16	St. Mary's Church/St. Pat's Hall Church & Stevens Street South Amboy, 08879	2 nd Thursday: 8:30 – 4:30	
19	Woodbridge/St. James Food Pantry Hwy 35/Main Street Woodbridge, NJ 07095	2 nd & 4 th Friday: 8:30 – 4:30	
08 Main Admin	Hartshorne Health Center 888 Main Street Belford, NJ 07718	Monday – Friday (office) 2 nd Monday: 8:30 – 6:30 4 th Monday: 8:30 – 4:30	(732) 471-9301 (732) 471-9302 Fax: 732-471-9303
01	Trinity Church 503 Asbury Ave, A Asbury Park, NJ 07712	Monday & Tuesday: 8:30 – 4:30	
04	Keyport Health Center, Health Start 35 Broad Street Keyport, NJ 07735	1 st & 2 nd Monday: 8:30 – 4:30	(732) 888-4146

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
06	St. Rose of Lima Church 12 Throckmorton Street Freehold, NJ 07728	Wednesday: 8:30 – 4:30 1 st Wed until 7:00 1 st & 3 rd Certs (NE in evening) 2 nd & 4 th NE/check pick-up 1 st Thursday of month (6/1)	
10	Red Bank Health Center 176 Riverside Drive Red Bank, NJ 07701	Wednesday: 8:30 – 4:30 4 th Wednesday until 7:00 1 st & 3 rd – NE/check pick-up 2 nd & 4 th – certs (NE in evening)	
12	Trinity AME Church 66 Liberty Street Long Branch, NJ 07740	2 nd , 3 rd & 4 th Thursday & Friday: 8:30 – 4:30 Thursdays NE/check pick-up Fridays certs	(732) 222-8436
14	First Presbyterian Church 9 th Avenue and E Street Belmar, NJ 07719	1 st Friday: 8:30 – 4:30	(732) 681-3108
72	Grace Methodist church 28 James Avenue Union Beach 07734	1 st Mondays 8:30-4:30	

11 NEWARK WIC PROGRAM
DEPARTMENT OF Child and Family Well-Being
110 WILLIAM STREET
NEWARK, NJ 07102
(973) 733-7628

Coordinator: Patricia Cummings

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
15 Main Admin	Newark WIC Department of Child and Family Well-Being 110 William Street Newark, NJ 07102	Monday, Tuesday & Wed Friday: 8:30 – 4:30 Thursday: 8:30 – 6:30 Saturday: 9:00 – 2:00 – 2 nd and 4 th Sat.	(973) 733-7628 Fax: 973-733-7629
29	NCHC Dayton Street Center (Health Start) 101 Ludlow Street Newark, NJ 07114	1 st and 3 rd Wednesday: 10:00 – 3:00- Closing 2014 Closing 2014	(973) 565-0355
18 Admin	Newark Beth Israel Medical Center (Health Start) 166 Lyons Avenue Newark, NJ 07112	Monday – Friday: 8:30 – 4:30	(973) 733-5157 (973) 733-5158 Fax: 973-733-5157
20 Admin	Irvington Municipal Building 1 Civic Square Irvington, NJ 07111	Monday – Friday: 8:30 – 4:30	(973) 399-6732 Fax: 973-416-5676
26 admin	St. James Hospital Family Service Heath Start 155 Jefferson Street , 1 st Floor Newark, NJ 07102	Monday and Friday : 8:30 – 4:30	(973) 465-2828 Ext. 1704/1705 Fax: 973-344-0641

12 NORTH HUDSON COMMUNITY ACTION CORPORATION (NHCAC) WIC PROGRAM
407 39TH STREET, UNION CITY, NJ
UNION CITY, NJ 07087
(201) 866-4700

Coordinator: Karen Lazarowitz

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	NHCAC WIC 407 39 th Street, Union City, NJ 07087	Monday Wed, Thurs and Friday: 8:30 – 4:00 Tuesday: 8:30 – 6:45 PM	(201) 866-4700 Fax: 201-866-2495
	Kearny Health Department 645 Kearny Avenue Kearny, NJ 07032	1 st Tuesday and 2 nd Monday and 4 th Monday: 9:30-3:00 pm	(201) 997-0600
07 (mobile)	Kearny	3 rd Monday and 3 rd Friday 9:30- 3:00PM	
08	Harrison Health Department Annex 318 Harrison Avenue Harrison, NJ 07029	2 nd & 3 rd Thursday and 4 th Wednesday 9:30 – 3:00	(973) 268-2464
85 Mobile site	NHCAC at Mesivta Sanz School 3400 New York Avenue Union City, NJ 07087	2 nd Wednesday, March, June, Sept, Dec 9:30-3:30	(201) 424-3240

13 NORWESCAP WIC PROGRAM
350 MARSHALL STREET
PHILLIPSBURG, NJ 08865
(908) 454-1210
(800) 527-0125

Coordinator: Nancy Quinn

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
07 Admin	NORWESCAP WIC Program 111 Ryerson Avenue Newton, NJ 07860 Summer 2014	Mon Tues and Wed. – 8:30- 4:30 Tuesday 10-7	(973) 579-5155 Fax: 973-579-5655
20 Main Admin	NORWESCAP WIC Program 350 Marshall Street Phillipsburg, NJ 08865 (Warren Co.)	Monday – Friday: 8:00 – 4:30 2 nd and 4 th Thursday: 8:00 – 7:00	(908) 454-1210 Fax: 908-454-5731
08	Trinity Methodist Church 211 Main Street Hackettstown, NJ 07840 (Warren Co.)	1 st , 3 rd & 5 th Wednesday: 9:30 – 3:30	(908) 852-3020 Ext. 237
10	Flemington United Methodist Church 116 Main Street Flemington, NJ 08822	2 nd & 4 th Wednesday: 9:30 – 3:30	(908) 782-1070
17	First Presbyterian Church 41 East Church Street Washington, NJ 07882 (Warren Co.)	1 st & 3 rd Friday: 9:15 – 3:30	(908) 689-2547
22 Admin	NORWESCAP WIC Program People Care Center 120 Finderne Avenue, Suite 230 Bridgewater, NJ 08807 (Somerset Co.)	Monday – Friday: 8:30 – 5:00 1 st & 3 rd Tuesday: 8:30 – 7:00	(908) 685-8282 Fax: 908-704-9382
26	Watchung Avenue Presbyterian Church 170 Watchung Avenue North Plainfield, NJ 07060 (Somerset Co.)	Tuesdays: 9:00 – 3:00	(908) 755-2781

14 PLAINFIELD WIC PROGRAM
510 WATCHUNG AVENUE
PLAINFIELD, NJ 07060
(908) 753-3397

Coordinator: Prema Achari

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	Plainfield WIC Program 510 Watchung Avenue Plainfield, NJ 07060	Monday – Friday: 9:00 – 5:00 Tuesday: 9:00 – 6:30PM	(908) 753-3397 Fax: 908-753-3640

15 ST. JOSEPH WIC PROGRAM
185 6th Avenue
PATERSON, NJ 07524
(973) 754-4575

Coordinator: Dorothy Monica

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	St. Joseph WIC Program 185 6 th Avenue Paterson, NJ 07524 (Passaic Co.)	Mon - Fri: 8:00 – 4:30 Saturdays 9:30-3	(973) 754-4575 Fax: 973-754-4542
12	Hackensack Department of Health 215 State Street Hackensack, NJ 07601 (Bergen Co.)	1 st & 3 rd Monday & every Thursday: 9:30 – 3:00	(201) 646-3965
14	St. Mark's Episcopal Church 118 Chadwick Road Teaneck, NJ 07666 (Bergen Co.)	1 st , 2 nd , 3 rd & 4 th Monday: 9:30 – 2:30	
15	Center for Family Resources 12 Morris Rd. Ringwood, NJ 07456 (Passaic Co)	1st Thursday 9:30 - 3:30 As of June 1, 2008	(973) 962- 0055
16	Pompton Lakes Health Department 25 Lenox Avenue Pompton Lakes, NJ 07442(Passaic Co.)	4 th Monday: 9:30 – 3:00	(973) 835-0143 Ext. 222
17	First Presbyterian Church 457 Division Avenue Carlstadt, NJ 07072 (Bergen Co.)	1 st Wednesday: 9:30 – 3:00	(201) 438-5526
18	St. Paul's Episcopal Church 113 Engle Street Englewood, NJ 07632 (Bergen Co.)1/2012	2 nd & 4 th Tuesday, 2 nd & 3 rd Thursday: 9:30 – 3:00	(Call main number)
19	Cliffside Park Head Start 263 Lafayette Ave. Cliffside Park, NJ 1/2012	1 st and 2 nd Friday: 9:30 – 3:00	Call main number
20	Wayne Health Department 475 Valley Road Wayne, NJ 07470 (Passaic Co.)	3 rd Tuesday: 9:30 – 3:00	(201) 387-4058
21	Bergenfield Department of Health 198 N. Washington Avenue Bergenfield, NJ 07621 (Bergen Co.)	2 nd & 4 th Monday: 9:30 – 3:30	(201) 387-4058
22	Red Cross 74 Godwin Avenue Ridgewood, NJ 07450 (Bergen Co.)	3 rd & 4 th Friday: 9:30 – 3:30	(201) 652-3210
23	St. Margaret Church 6 Sussex Ave. Morristown, NJ 07960 (Morris Co.)1/2012	1 st , 2 nd , 3 rd & 4 th Friday: 9:30 – 3:00	

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
27	Boonton United Methodist Church 626 Lathrop Avenue Boonton, NJ 07005 10/2011 (Morris Co.)	3 rd Wednesday: 9:30 – 3:00	(201) 299-7745
29	Dover Head Start 18 Thompson Street Dover, NJ 07801 (Morris Co.)	Wednesday: 9:30 – 3:30	(973) 989-9052
30	Clifton Health Department Boys and Girls Club of Clifton, Inc; 181 Colfax Ave, Clifton, NJ New location Clifton, NJ 07012 (Passaic Co.)	3 rd Tuesday: 9:30 – 3:30	(973) 470-5778
09	St. Paul's Community Dev. Corp Greater Bergen Community Action 500 East 35 th Street Paterson, NJ 07504 (Passaic Co.)		(973) 278-7900
11	Garfield Head Start BCCAP Weatherization Training Center, 541 Midland Ave, Garfield, NJ 07026 New location	2 nd Wed. 9-3 2 nd Tuesday 9-3 4 th Thursday 9-3	Call main number for Appointment

17 CHILDREN'S HOME SOCIETY MERCER WIC PROGRAM (CHS MERCER WIC)
 416 BELLEVUE AVENUE
 TRENTON, NJ 08618
 (609) 498-7755

Coordinator: Joan Martin

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 (26) Main Admin	CHS Mercer WIC 416 Bellevue Avenue Trenton, NJ 08618	Clinic hours: Monday: 8:30-5:00 Tuesday: 8:30 – 5:00 Wednesday: 8:30-6:00 Thursday: 8:30-6:00 Office: Friday: 8:30 – 4:00	(609) 498-7755 Central Call number for all sites. Fax: 609-434-0040
04	Hamilton Health Department 2090 Greenwood Avenue Hamilton, NJ 08609	Most Fridays 1 st , 3 rd & 4th Friday: 9:00 – 3:30 by appointment	
22	Princeton Twp. Municipal Building WIC 400 Witherspoon Street Princeton, NJ 08542	3 rd Friday: 9:00 – 3:30 By appointment closing June 2014	
11	Henry J. Austing FQHC 321 North Warren Street, Trenton, New Jersey 08618	Friday 8:30 -4:00PM	
19	First United Methodist Church 187 Stockton St, PO 137 Hightstown, NJ 08520	2 nd and 4 th Friday of the month 9:00-3:30PM, by apppointment	Clients should call main site

18 RUTGERS NJ MEDICAL SCHOOL WIC PROGRAM
STANLEY BERGEN BUILDING, RM GA-06
65 BERGEN STREET
NEWARK, NJ 07107
(973) 972-3416

Coordinator: Valeria Jacob-Andrews

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
03 Main Admin	Rutgers NJ Medical School WIC Program Stanley Bergen Bldg, Room GA-06 65 Bergen Street Newark, NJ 07107-1709	Monday, Tuesday, Thursday & Friday: 8:30 – 4:30 Wed. 8:30 – 6:30PM 1 st Wednesday: 3:30 – 6:30	(973) 972-3416 (973) 972-3417 Fax: 973-972-8977
05	Ivy Hill Apartments Senior Citizen Center 230 Mt. Vernon Place Newark, NJ 07106	Wednesdays: 7:15 AM – 2:15PM	(973) 416-8826
70	University Hospital Prenatal Clinic Ambulatory Care Center 140 Bergen Street, Newark, NJ 07101-1709	Monday: 9:45 – 2:15 Tuesday: 9:00 – 2:15	(973) 972-2726
71	University Hospital Maternity Unit F-Green 150 Bergen Street Newark, NJ 07101-1709	Monday and Tuesday: 9:45 am- 2:45 pm Friday: 9:30-2:30	(973) 972-5624

19 OCEAN COUNTY WIC PROGRAM
OCEAN COUNTY DEPARTMENT OF HEALTH
175 SUNSET AVENUE, PO BOX 2191
TOMS RIVER, NJ 08755
(732) 341-9700 EXT. 7520

Coordinator: Meg-Ann McCarthy-Klein

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
06 Main Admin	Ocean County WIC Program Ocean County Dept of Health 175 Sunset Avenue, PO Box 2191 Toms River, NJ 08755	Monday – Friday: 8:00 – 5:00 1 st , 2 nd & 4 th Monday: 8:00 – 8:00	(732) 341-9700 Ext. 7520 Fax: 732-286-3951
07	Brick Presbyterian Church 111 Drum Point Road Brick, NJ 08723	Tuesday: 8:00-5:00PM NE/Checks 2:00 – 3:00	(732) 691-7307 staff cell phone
09	Berkeley Head Start 264 First Avenue South Toms River, NJ 08758	Wednesday: 9:00 – 4:00 (AM certs/PM NE/checks)	(732) 691-7307 staff cell phone
14	Southern Ocean Resource Center 333 Haywood Avenue Manahawkin, NJ 08050	Monday-Thursday: 8:00AM –5:00 NE/Checks Monday: 8:30AM &Tuesday : 2:00PM	
74	Community Medical Center (prenatal) 301 Lakehurst Road, 3 rd Floor Toms River, NJ 08753	Tuesday & Thursday: 8:00 – 12:00	(732) 818-3388
12 Admin	Northern Ocean Co Board of Health 1771 Madison Ave Lakewood NJ 08701 Meg located at this site	Monday –Friday 8:00 – 5:00 1 st & 3 rd Thursday: 5:00 – 7:00	(732) 370-0122 Fax: 732-886-0983
71	Ocean Health Initiatives (OHI) Federal Qualified Health Center 101 Second St. Lakewood NJ 08701	Monday to Fridays 9AM-4PM Thursdays 3 PM checks/NE	732) 691-7307 staff cell phone

20 PASSAIC WIC PROGRAM
333 PASSAIC STREET
PASSAIC, NJ 07055
(973) 365-5620

Coordinator: Dana Hordyszynski

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	Passaic WIC Program 333 Passaic Street Passaic, NJ 07055	Monday – Friday: 8:30 – 4:00 Saturdays (3/month) 8:00AM-12:00PM	(973) 365-5620/5619 Fax: 973-365-5622

22 **TRINITAS WIC PROGRAM**
40 PARKER ROAD
ELIZABETH, NJ 07208
(908) 994-5141

Coordinator: Anita Otokiti

SITE CODE	NAME AND ADDRESS	DAYS/HOURS OF OPERATION	TELEPHONE NUMBER
01 Main Admin	Trinitas WIC Program 40 Parker Road Elizabeth, NJ 07208 As of March 1, 2012	Monday – Friday: 8:00 – 5:00 Door opens 8:30	(908) 994-5141 Fax:908-994-5513